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Liquor Distribution Branch
61st Annual Report

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Province of
British Columbia

Ministry of
Consumer and
Corporate Affairs

3550 East Broadway
Vancouver, B.C.
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Telephone (604) 254-5111

December 31, 1982

Honourable James J. Hewitt
Minister of Consumer and Corporate Affairs
Parliament Buildings
Victoria, British Columbia

Sir:

I have the honour to transmit herewith the Sixty-first Annual Report of the Liquor Distribution Branch, covering the year ended March 31, 1982.

I have the honour to be,
Sir,
Your obedient servant,

R.A. Wallace
General Manager

Organization and Scope

The Moderation Act of 1921 established the provincial government in liquor operations, as exclusive importer, shipper and seller of alcoholic beverages in British Columbia. In June of that year, the first liquor stores opened for business, under the Liquor Control Board.

The Liquor Control Board continued to be responsible for all liquor activities under Government control until 1975, when the Board as such was abolished and government liquor operations reorganized. Two branches, currently under the Ministry of Consumer and Corporate Affairs, were created to handle the separate but closely related functional areas of Distribution and Control and Licensing.

The purpose of the Liquor Distribution Branch is, in accordance with the Liquor Distribution Act, to provide service acceptable to consumers of alcoholic beverages in British Columbia; to achieve established financial returns; to provide suppliers with a controlled access to the marketplace on a fair and equitable basis; and to encourage moderation and maturity in the use of alcoholic products.

The Liquor Distribution Branch is solely responsible for the selection, purchase, pricing and distribution of all alcoholic beverages (wine, spirits and beer) throughout the Province, in a retail store system and to license holders. The Branch handles duty-paid and in-bond product and bottles its own line of private label products. All financial returns from retail liquor sales and licensee assessments are controlled by the Branch.

The Liquor Control and Licensing Branch is responsible for the receipt of applications, approval, and issuing of licenses to all liquor outlets other than retail stores i.e. hotels, restaurants, clubs, and oversees and controls the performance of these licensees. As well, the Branch licenses all wineries, breweries and distilleries in the Province and their agents, and monitors and controls liquor advertising and sales promotion. Headquartered in Victoria, the Liquor Control and Licensing Branch has inspection offices around British Columbia.

A portfolio of approximately 2,000 products is offered for sale to the Liquor Distribution Branch's customers. With over 200 outlets in the Province, more than 3,500 employees at peak periods, sales approaching one billion dollars, and 75 million customer contacts per year, the Branch is the largest retail organization in British Columbia. A ten acre Head Office and Distribution Centre complex is maintained in Vancouver, with a satellite Distribution Centre in Kamloops.

"Good morning, Liquor Distribution Branch" are the first words heard by callers to the Branch's Head Office. This pleasant voice belongs to Office Assistant 2, Norma, one of three receptionists. As well as sharing the hectic referral of 1,200 calls per day on two multi-line electronic switchboards, Norma's duties include ensuring the accuracy of the internal staff directory, visitor reception and, on a rotation basis with the other Office Services staff, Telex and Mailroom functions.

The General Manager's Report

It has been my pleasure to serve as General Manager for the year covered by this report.

During 1981/82, the Liquor Distribution Branch continued as a consumer oriented progressive retail organization, committed to service and social responsibility within its large operations.

As a major revenue producing body, the Branch transferred $321,679,934 to the Province, an increase of 14.7 percent over the previous fiscal year.

A highlight of the year was the opening of the Branch's first satellite distribution centre in Kamloops, providing improved service to the Interior of British Columbia. Many stores were renovated and replaced during 81/82, including a unique new crown-owned outlet in the Northern community of Smithers. The publication of the consumer Product Catalogue was a major part of the Liquor Distribution Branch's public information program.

The Branch is fortunate to have a very capable, hard-working staff who are strongly committed to meeting customer service demands.

Complete operational highlights and the Branch's audited financial statements for the year are provided in the following sections of this Report.

R.A. Wallace
General Manager

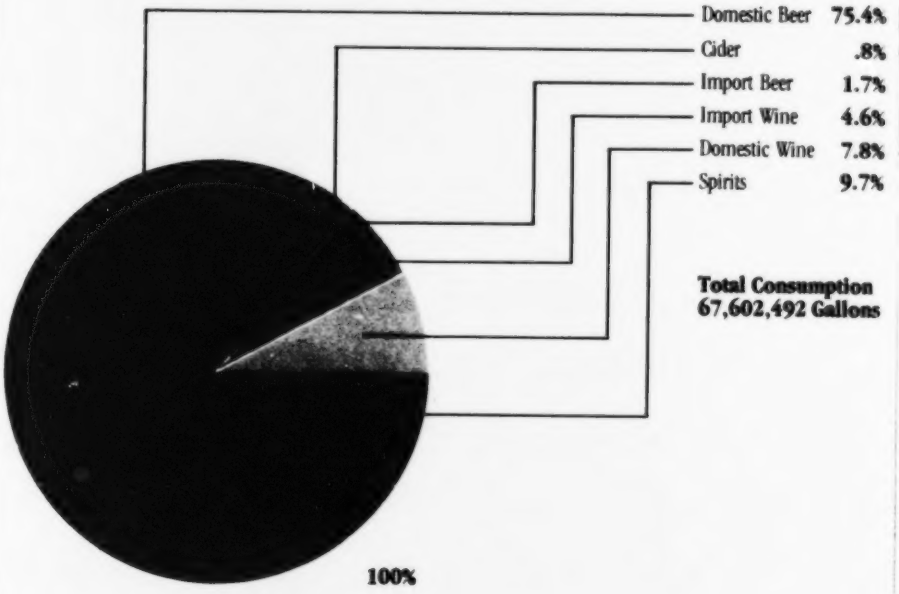
The Year at a Glance

For the Year Ending March 31, 1982

SALES	
Through Liquor Stores	
Counter	$665,417,456
Licensee	$115,226,521
	$780,643,977
Direct Deliveries to Licensees	
Malt Liquor	$130,989,255
All Sales Total	$911,633,232
REVENUE	
Net Revenue	$321,679,934
OPERATING EXPENSES	
Total Operating Expenses	$ 90,566,428
LARGEST STORE	
Central Licensee	$ 40,660,753
SMALLEST STORE	
Port Edward	$ 200,957
STORES	
Government Liquor Stores	213
Agency Stores	71
Total Outlets	284
PERSONNEL	
Regular Employees	1,950
Auxiliary Employees	1,564
Total Personnel	3,514
PRODUCTS	
Cases Shipped	
From Vancouver	7,300,000
From Kamloops	700,000
Total	8,000,000
PRODUCTS CARRIED	
General Listings	1,297
Special Listings	563
Total	1,860

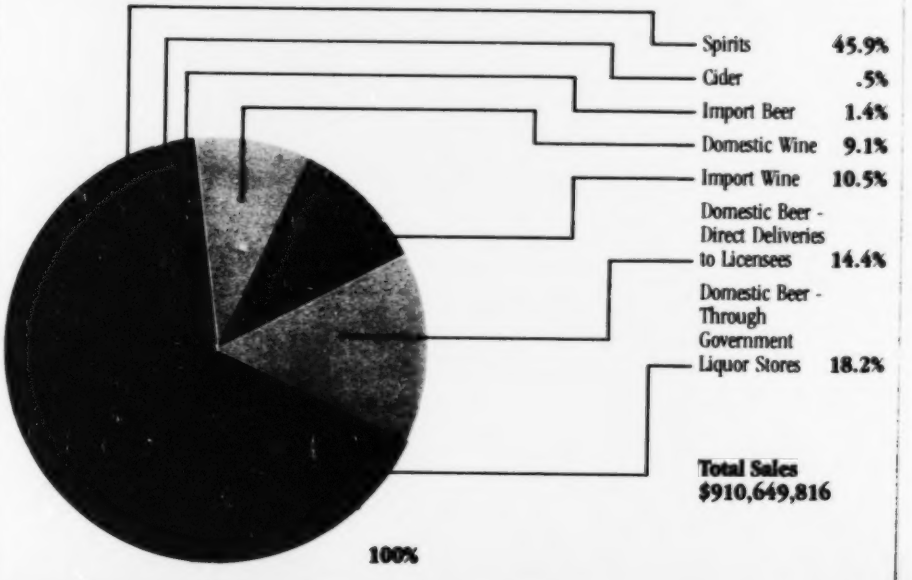
Total Liquor Consumption — Gallons

For the Year Ended March 31, 1982



Dollar Sales,

For the Year Ended March 31, 1982



Retail Price Breakdown

Examples as at March 31, 1982

B.C. Table Wine 750ml bottle

Prime Cost from Supplier	2.42
Freight	.02
Federal Excise Tax	.23
Federal Sales Tax	.32
LDB Markup	1.50
Provincial Sales Tax	.31
Total Cost to Consumer	**4.80**

Imported Table Wine 750ml bottle

Prime Cost from Supplier	1.63
Freight	.68
Federal Import Duty and Excise Tax	.29
Federal Sales Tax	.23
LDB Markup	3.10
Provincial Sales Tax	.42
Total Cost to Consumer	**6.35**

Domestic Spirits 710ml bottle

Prime Cost from Supplier	2.20
Freight	.02
Federal Excise Duty	2.10
Federal Sales Tax	.52
LDB Markup	5.58
Provincial Sales Tax	.73
Total Cost to Consumer	**11.15**

Imported Spirits 710ml bottle

Prime Cost from Supplier	2.72
Freight	.37
Federal Import Duty	2.16
Federal Sales Tax	.56
LDB Markup	6.99
Provincial Sales Tax	.90
Total Cost to Consumer	**13.70**

Regular Bottled Domestic Beer (Case of 12 x 341ml)

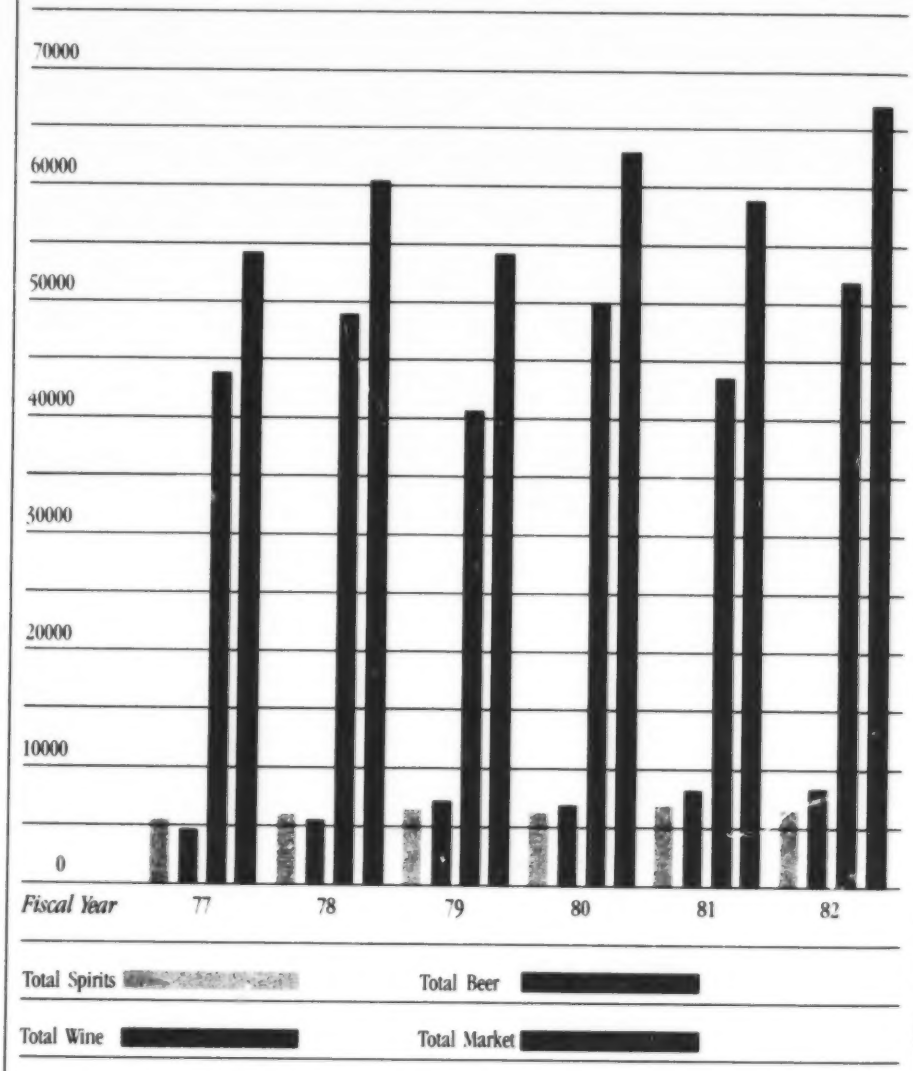
Prime Cost from Supplier	3.22
Federal Excise Duty	.54
Federal Sales Tax	.45
LDB Markup	2.10
Provincial Sales Tax	.44
Total Cost to Consumer	**6.75**

Bottled Imported Beer (Case of 6 x 355ml)

Prime Cost from Supplier	1.83
Freight	.86
Federal Import Duty	.42
Federal Sales Tax	.28
LDB Markup	2.83
Provincial Sales Tax	.43
Total Cost to Consumer	**6.65**

Volume Sales

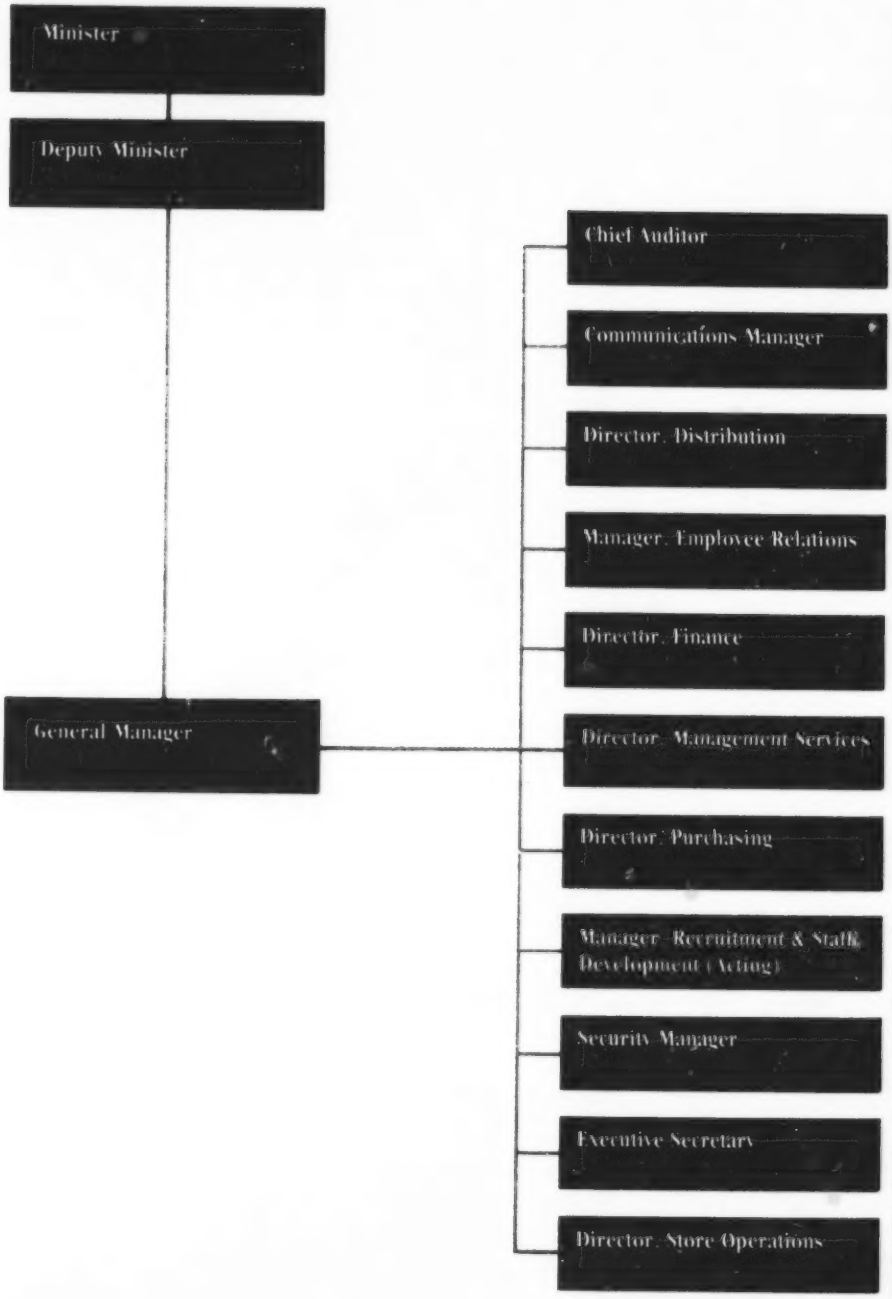
('000 Gallons)
For the Year Ended
March 31, 1982



Organization Chart

As at March 31, 1982

Ministry of Consumer and Corporate Affairs



B.C. Liquor Distribution Branch

Comparative Classification of Sales

For the Year Ended March 31, 1982

Holly's position in the Purchasing Department is that of Specialty Products Buyer. This involves all processing of liquor order requisitions to suppliers and upon receipt of the shipments, it is her responsibility to advise liquor stores of product availability. Additionally, she advises staff of products that have been delisted or are temporarily out of stock and at all times she sees that sufficient inventory levels are maintained to satisfy the requirements of all ten specialty stores.

	1982	1981
Spirits		
Canadian	**$304,211,110**	$286,177,989
Imported	**114,129,336**	102,679,627
	$418,340,446	$388,857,616
Wines		
British Columbia	**$ 80,876,706**	$ 71,454,773
Other Canadian	**2,023,303**	1,250,591
	82,900,009	72,705,364
Imported	**95,635,124**	82,069,194
	$178,535,133	$154,774,558
Malt Liquor (Beer)		
Canadian	**$296,551,952**	$224,031,023
Imported	**12,605,455**	24,680,167
	$309,157,407	$248,711,190
Cider		
Canadian	**$ 4,537,575**	$ 5,313,643
Imported	**79,255**	112,084
	$ 4,616,830	$ 5,425,727
Total Liquor Sales	**$910,649,816**	$797,769,091
Non-Alcoholic Sales	**983,416**	1,021,858
All Sales — Total	**$911,633,232**	$798,790,949
Less Direct Deliveries to Licensees (Malt Liquor) Canadian	**$130,989,255**	$104,772,159
Liquor Distribution Branch Sales	**$780,643,977**	$694,018,790

Audit

The annual audit of the accounts of the British Columbia Liquor Distribution Branch was completed by the Auditor General for the fiscal year ended March 31, 1982. The Auditor General's Report on the audit is incorporated in her report to the Legislative Assembly for this fiscal year.

Customer convenience is our most important consideration in opening a new Liquor Distribution Branch location.

Store layouts feature wide aisles, properly identified departments and well stocked shelves.

With convenient store hours, strategic locations and a knowledgeable and helpful staff, Liquor Distribution Branch stores successfully meet the requirements of the communities they serve.

Balance Sheet

For the Year
Ended March 31, 1982

ASSETS	1982	1981
Current Assets		
Cash (note 2)	$ —	$ 48,354
Accounts receivable	680,165	702,657
Inventories	35,175,457	28,741,009
	35,855,622	29,492,020
Fixed Assets, at cost (note 3)	27,223,902	18,795,875
Less accumulated depreciation	11,575,403	8,988,100
	15,648,499	9,807,775
	$51,504,121	$39,299,795

LIABILITIES		
Current Liabilities		
Bank overdraft (note 2)	$ 1,085,537	$ —
Accounts payable and accrued liabilities	33,091,009	34,820,388
	34,176,546	34,820,388
Province of British Columbia		
Working capital advance	17,327,575	4,479,407
	$51,504,121	$39,299,795

Commitments (note 5)

The accompanying notes are an integral part of these financial statements.

R.A. Wallace
General Manager

L.N. Dyer
Director of Finance

Statement of Income

For the Year
Ended March 31, 1982

	1982	1981
Sales (note 4)	**$780,643,977**	$694,018,790
Cost of merchandise sold	**413,235,446**	370,900,870
	367,408,531	323,117,920
Provincial Malt Levy (note 4)	**42,971,719**	32,662,639
	410,380,250	355,780,559
Operating expenses (schedule)	**90,566,428**	79,091,784
	319,813,822	276,688,775
Other income	**1,866,112**	3,722,091
Net Income	**$321,679,934**	$280,410,866

Statement of Changes in Provincial Advance

For The Year
Ended March 31, 1982

	1982	1981
Balance at beginning of period	**$ 4,479,407**	$ 5,868,417
Net Income	**321,679,934**	280,410,866
Cash payments to Provincial Treasury	**(308,831,766)**	(281,799,876)
Balance at end of period	**$ 17,327,575**	$ 4,479,407

Statement of Changes in Financial Position

For The Year Ended March 31, 1982

	1982	1981
Funds Derived From Operations:		
Net income	**$321,679,934**	$280,410,866
Add charges not involving an outlay of funds		
Depreciation	**2,938,556**	1,658,135
Net book value of fixed asset disposals	**66,835**	55,074
	324,685,325	282,124,075
Funds Applied To:		
Acquisition of fixed assets	**8,846,115**	7,575,328
Cash payments to the Provincial Treasury	**308,831,766**	281,799,876
	317,677,881	289,375,204
Increase/(Decrease) in working capital	**7,007,444**	(7,251,129)
Working capital (Deficiency), at beginning of year	**(5,328,368)**	1,922,761
Working Capital (Deficiency), at End of Year	**$ 1,679,076**	$ (5,328,368)
Working Capital		
Current assets	**$ 35,855,622**	$ 29,492,020
Current liabilities	**34,176,546**	34,820,388
Working Capital (Deficiency) at End of Year	**$ 1,679,076**	$ (5,328,368)

Notes to Financial Statements

For the Year Ended March 31, 1982

1. Significant Accounting Policies:

Revenues and expenses are reflected on an accrual basis.

Merchandise inventory is valued at its latest landed cost. Customs and excise taxes are not included in the value of inventory where payment is due upon shipment from the bonded warehouse.

Expenditures for buildings, leasehold improvements, furniture, fixtures and equipment are capitalized and are subject to depreciation on a straight line basis as follows:

Buildings	7-1/2% per annum
Leasehold Improvements	a minimum of 10% per annum or a rate sufficient to write off the cost over the remaining life of the respective lease.
Furniture, Fixtures and equipment	25% per annum

2. Cash (Bank Overdraft)

	1982	1982
Cash on hand and in banks (overdraft)	**$(4,355,412)**	$(3,023,186)
Cash in transit	**3,269,875**	3,071,540
	$(1,085,537)	$ 48,354

3. Fixed Assets:

	1982		1981	
	Cost	**Accumulated Depreciation**	Cost	Accumulated Depreciation
Land	**$ 1,135,423**	**$ —**	$ 801,752	$ —
Buildings	**10,741,936**	**4,596,998**	6,712,737	4,146,293
Leasehold Improvements	**2,695,964**	**478,342**	1,618,749	169,506
Furniture, Fixtures and Equipment	**12,650,579**	**6,500,063**	9,662,637	4,672,301
	27,223,902	**11,575,403**	18,795,875	8,988,100
Net Book Value	**$15,648,499**		$ 9,807,775	

Notes to Financial Statements

For the Year Ended March 31, 1982

4. Sales:
Included in sales are non-alcoholic items amounting to $983,416 (1981 - $1,021,858).

Sales made directly to Licensed Establishments by authorized Brewers' agents on behalf of the Liquor Distribution Branch totaling $130,989,255 (1981 - $104,772,159) are not included in the sales reported by the Branch. The Provincial Malt Levy reported on the Income Statement represents the margin of these sales.

5. Commitments:
Employees of the Branch contribute to the Public Service Superannuation Fund 6% of their salaries for basic pension purposes, plus 1/2% of salaries for cost-of-living indexed increases in pension benefits. The contributions shown in the Schedule include in addition to matching employee contributions, supplementary assessments paid by the Branch to fund any deficiency in pensions for employees who retired during the year. This supplementary assessment was $2,734,019 in 1982 ($1,681,585 -1981).

An actuarial evaluation of the Public Service Superannuation Fund was made at March 31, 1980. Details of the unfunded liability are described in the Public Accounts of British Columbia. The portion of the unfunded liability attributable to the Liquor Distribution Branch was not determined by the actuary.

The Branch maintains inventory in its bonded warehouse for which Customs and Excise tax has neither been paid nor recorded. As at March 31, 1982 the future liability for these taxes approximates $4,300,000.

In 1979, a new procedure to warehouse imported stocks by Suppliers' Agents was implemented. Under this new concept, the Branch has a contractual obligation to purchase all inventories held by the agent should he opt out of the program. The obligation of the Branch should all agents choose to terminate their contracts, totals approximately $34,000,000 as at March 31, 1982.

Total commitments to March 31, 1982 for lease of premises amount to $28,570,000. Of this $4,710,000 becomes payable during the year ending March 31, 1983.

6. Comparative Figures
Certain of the 1981 figures provided for purposes of comparison have been restated to conform with the classifications used in the current year. These changes have had no effect on the net earnings.

Operating Expenses

For the Year
Ended March 31, 1982

	Warehouse	Retail Store	Administrative	1982 Total	1981 Total
Salaries and Wages	$ 4,017,743	$44,050,405	$ 6,644,301	**$54,712,449**	$50,236,625
Superannuation Fund	179,396	2,075,866	3,041,555	**5,296,817**	3,949,940
Unemployment Insurance	64,461	745,907	110,505	**920,873**	650,314
Canada Pension	47,316	547,512	81,113	**675,941**	596,485
Dental and Extended Health	39,399	455,898	67,541	**562,838**	577,576
B.C. Medical	31,977	370,018	54,817	**456,812**	343,223
Workers' Compensation Board	27,753	321,141	47,577	**396,471**	297,600
Long-Term Disability	25,077	290,180	42,990	**358,247**	327,680
Group Insurance	11,938	138,143	20,466	**170,547**	166,300
Rents	238,220	5,353,120	32,883	**5,624,223**	4,670,674
Data Processing	—	—	3,953,649	**3,953,649**	3,163,638
Freight to Stores	—	3,749,566	—	**3,749,566**	4,170,616
Depreciation	866,398	1,739,687	332,471	**2,938,556**	1,658,135
Sundries	204,229	203,942	1,073,820	**1,481,991**	1,288,176
Light, Water and Fuel	268,863	1,067,450	10,527	**1,346,840**	954,475
Repairs and Maintenance	98,994	902,011	279,673	**1,280,678**	789,588
Printing, Stationery and Postage	1,714	262,079	854,406	**1,118,199**	841,864
Travelling	7,597	500,248	477,361	**985,206**	716,422
Store Wrapping Supplies	—	973,788	—	**973,788**	821,875
Agency Commissions	—	921,545	—	**921,545**	701,868
Janitorial and Scavenging	25,573	430,398	88,493	**544,464**	479,118
Telephone and Telegraph	26,768	150,750	262,454	**439,972**	307,332
Armoured Car Service	—	—	420,502	**420,502**	282,143
Bank Charges	—	—	346,749	**346,749**	318,312
Property Charges	232,259	89,345	—	**321,604**	279,749
Warehouse Equipment Costs	278,810	—	—	**278,810**	132,664
Litter Act-Container Disposal Cost	—	—	200,103	**200,103**	229,630
Staff Benefits	2,293	37,346	49,349	**88,988**	139,762
	$ 6,696,778	$65,376,345	$18,493,305	**$90,566,428**	$79,091,784

Personnel Services

Elsie works in the Audit Division reporting to the Chief Auditor and answering for his staff of twelve auditors. In addition to scheduling audit activities and making their travel arrangements, Elsie types and distributes store and operational audit reports, keeps audit forms and programs up-to-date, maintains a complex filing system and prepares Audit activity statistics monthly from auditors' time sheets.

Labour Relations

Continued improvement in labour management relations was noted during this fiscal year. Numerous training seminars were held for first line managers giving them a greater understanding of the labour relations process. New procedures were developed to assist in the day to day management of the collective agreement.

In response to employee concerns about the lack of a policy on sexual harassment, the Branch undertook to develop and implement one. To date the policy has been well received. Other Ministries have shown an interest in adopting a similar approach.

Public Service wide concern with the grievance procedure led to a brief illegal withdrawal of service during April, 1981, by some employees of the Branch as well as employees of another Ministry. The matter was subsequently resolved with the establishment of an expedited arbitration procedure.

Safety

In 1981 the Liquor Distribution Branch saw a reduction in man days lost to industrial accidents. This resulted in the Branch receiving an on-target award from Safety Programs for the first time in the LDB's history.

Thirty-four Workers' Compensation Board inspections were conducted throughout the Branch. Seventeen inspections found no violations. Where orders were written, full compliance was achieved.

Twelve Occupational Environment Branch orders were written during the year with compliance either achieved or necessary planning underway.

Occupational Health

During the year, 23 cases were referred to Screening Committee. Placements on nine cases were still being developed with seven cases being successfully transferred to medically suitable positions; four cases withdrawn due to medical improvement allowing return to work; and three cases withdrawn due to medical deterioration preventing any placement.

The Occupational Health Department of the Ministry of Health saw over 250 employees and also provided on-site health counselling to employees at Head Office and the Vancouver Distribution Centre. The emphasis on this latter program was preventative and included blood pressure monitoring, weight control and flu vaccinations.

Recruitment/Selection

A Regional Personnel Officer position was established to serve the needs of Vancouver Island. All supervisory levels continued to be increasingly active in panel/selection participation, contributing greatly to improving speed of delivery. Regular positions filled during the year totalled 291 with 846 auxiliary/statutory term employees. Effective January 1, 1982, all vacant Branch positions were posted in the Public Service Commission's tabloid "Postings".

Staff Development/Training

Staff participated in courses provided by the Branch in Principles of Supervision, Communications, and Instructional Techniques. Greater emphasis was placed on cashier re-training and instruction.

A Training Coordinator position for the Distribution Centre was established to provide continuing training/re-training in the technical, supervisory, health and safety programs, and the orientation program. Extensive mobile equipment training was also given to distribution personnel.

A major training and development project was undertaken in conjunction with the opening of the Kamloops Distribution Centre. The development and preparation of supervisors, clerical, and distribution personnel began in Vancouver and was successfully completed on schedule in Kamloops by September 1981.

Future training emphasis in the store system will be focused on management training in marketing, merchandising, management, and customer service skills.

Staffing Summary

Establishment of Regular Positions	
Department/Division	**Positions**
General Manager	**3**
Communications	**2**
Store Operations	
Administration	**29**
Stores	**1,567**
Finance	**76**
Management Services	**35**
Distribution	**160**
Purchasing	**17**
Personnel	**26**
Audit	**14**
Security	**21**
	1,950

Although our stores are accessible to the public, some of our locations are in out-of-the-way communities.

To service the most distant areas, the Liquor Distribution Branch contracts delivery vehicles to make sure deliveries reach their destinations safely and on time, in all kinds of weather.

We are also researching better distribution methods so we can continue to serve the public efficiently anywhere in British Columbia.

Purchasing

In, 1981/82, the Purchasing Department concentrated on improving its operating efficiencies in the line responsibilities of inventory management and non-liquor acquisition, and in the staff responsibilities of product knowledge.

Portfolio Management
Two sessions of the Listing Committee were held in the Spring and Autumn to review the Branch portfolio, and to select new products tendered for General Listing. As a result of these meetings, 66 new listings were added to the selection of products, with 35 in the category of imported table wines. Concurrently, 80 low volume products were delisted from the portfolio.

Product Evaluation
The Sensory Evaluation Panel, comprised of store employees, continued to meet once per week in the in-house organaleptic analysis facility constructed last year. At these sessions, with extra meetings during the Spring and Autumn Listing Committee meetings, some 2,500 products were examined by the Panel. In addition to the sensory evaluations, the panelists together with other store employees attended lectures given by world renowned cellar masters and enologists. These lectures were conducted primarily in the conference centre in the Vancouver 39th and Cambie liquor store.

Special Orders
In addition to the product portfolio offered by the Branch, the Special Orders Division is provided to meet unique requests from customers and licensees. Augmenting the normal volume of customer requests were two specialized requests from the trade — the development of an importing system for Beaujolais Nouveau in November, and a mass importation system for California wineries participating in the Vancouver Wine Festival sponsored by a local theatre.

Non-Liquor Commodities
A major part of the Purchasing Department function continued to be to provide the Branch with a procurement service for all operational and capital items. A major review of policy and procedures in this area resulted in a more efficient operating system for both the Purchasing staff and user departments.

Products

As of March 31, 1982, the Branch carried a total of 1,860 listings, from 493 suppliers, originating in 38 countries.

General Listings

General listings are those products which have been made available for distribution to all Branch stores.

	Domestic	*Imported*	*Total*
Spirits and Liqueurs	330	149	479
Wines	352	374	726
Cider and Beer	70	22	92
Total	752	545	1,297

The general listings are broken down further as follows:

Domestic	
Canadian Rye Whisky	**107**
Scotch Whisky (Canadian Bottled)	**10**
Bourbon (Canadian Bottled)	**1**
Canadian Gin	**27**
Canadian Vodka	**48**
Canadian Rum	**61**
Tequila (Canadian Bottled)	**3**
Brandy	**10**
Liqueurs	**54**
Miscellaneous Spirits	**9**
B.C. Wines	**327**
Other Canadian Wines	**25**
B.C. Cider	**5**
B.C. Beer	**65**
Bottles — **54**	
Cans — **11**	
Total	**752**

Imported	
Blended Scotch Whisky	**48**
Malt Scotch Whisky	**3**
Bourbon and American Whiskey	**3**
Irish Whiskey	**2**
Dry Gin	**8**
Vodka	**4**
Rum	**11**
Tequila	**5**
Brandy and Cognac	**19**
Liqueurs	**42**
Miscellaneous Spirits	**4**
Fortified Wines	**43**
White Table Wine	**175**
Rosé Table Wine	**5**
Red Table Wine	**122**
Sparkling Wine and Champagne	**27**
Sake	**2**
Cider	**1**
Beer	**21**
Total	**545**

Specialty Listings

Specialty products include such items as rare or premium wines and spirits, unique products or products with unique packaging.

Domestic	**57**
Imported	**506**
Total	**563**

Bonny, has been with the Distribution Department for six years. She compiles information regarding the attendance of all regular and auxiliary Vancouver and Lake City Satellite Distribution Centre staff. As well, Bonny is responsible for the administration of the auxiliary employee recall program for Distribution Operations.

Distribution

Bert is the Manager of the 39th and Cambie liquor store in Vancouver. With twenty nine years of service with the Branch, he has held the position of Manager at eighteen other stores. Bert is responsible for the overall operation of Store #160. His duties include the supervision, training and scheduling of staff, coordinating the control and accounting of stock, revenues and related records. As well, Bert oversees store security, maintenance and conformance with policies, regulations and operational procedures and customer service levels.

The Distribution Department physically distributed all products except domestic beer which continued to be shipped directly by the breweries to liquor stores and licensees. During the 1981/82 fiscal year, 8 million cases were distributed throughout the province by the Department. This figure represents only a 1.1 percent increase over the previous year of 7.9 million cases. However, volume in the 1980/81 fiscal year was abnormally high as a result of a domestic beer dispute. Comparison of 1981/82 to 1979/80, a two year period, showed a 21.1 percent increase.

Improved service levels to the Branch's stores was the prime objective of the Department and this was achieved in several areas. Firstly, store delivery frequencies were increased in the Lower Mainland, Vancouver Island areas, and more notably to those stores located in the Interior of the province. Secondly, all stores in the province placed their orders by telephone which has eliminated mail service. Lastly, an improved communications link between the public sector suppliers, the centralized Distribution Department, and the stores enhanced the efficient throughput of inventory. All of these improvements provided better customer service at the retail level.

On September 18, 1981 the Department commenced distribution operations from its new satellite Distribution Centre in Kamloops. Constructed and equipped at a cost of three million dollars, this 80,000 square foot building utilizes high cube capacity along with modern materials handling methods to achieve efficient inventory throughput. Servicing 63 stores from the Fraser River on the West, the Yellowhead Highway on the North, the Alberta border on the East and the United States border on the South, this new Centre provided telephone ordering service and opportunities for increased frequency of delivery. During its first full year of service, Kamloops will distribute approximately 20 percent of the total provincial volume, 1.4 million cases. Additional volume (Prince George stores) will be transferred to Kamloops in 1982 to further alleviate the capacity burden in the Vancouver Centre.

Public carriers continued to transport the majority of product from the two Distribution Centres to the stores, supplemented by a small fleet of five Branch vehicles in the Vancouver Centre. The LDB truck fleet was modernized this year with the addition of a large power tailgate equipped vehicle and the retirement of an older, smaller unit. This fleet continues to provide a high level of service to the Vancouver area stores while at the same time reducing distribution costs. With the addition of the new Kamloops Distribution Centre, the Distribution Traffic Department played an increasingly significant role ensuring most opportune forwarding and back-haul routing with suppliers, quick dependable service to the stores, and cost effectiveness considering the vast geographical distances in the province and the associated high energy/fuel costs for freight.

Security

The overriding philosophy of the Branch's Security program continued to be "Total Security Awareness by all Employees". The Security profile within the Liquor Distribution Branch office and Distribution Centres was enhanced significantly during the fiscal year 1981/82, with the introduction of tailored uniforms for Security Officers employed within these facilities.

With the opening of the new Kamloops Distribution Centre, two full-time Security Officers were posted to this location, to assist and train staff, while maintaining optimum security at the facility.

In recognition of a changing environment, new Security policies and programs were developed. The Branch introduced its first custom-built high security two key safe to the store system. The Hastings and Slocan store in Vancouver was selected as the test site for this safe, which was designed by Security personnel, area and store managers, with police input and expert advice from major safe companies. Management and staff welcomed this highly innovative approach to improved personnel and cash security, which requires the presence of an armoured car guard and store manager, each with their separate keys to open the safe.

One of the Security Division's prime responsibilities continued to be to compile and correlate data from Branch Incident Reports. Approximately 250-300 Incident Reports a month were received from the store system, which required a 35 percent follow-up by investigators and technical staff. The store data was summarized to include the number of shoplifting apprehensions, attempted thefts, public disturbances, armed robberies, breaking and entering and theft, assaults on employees or Store Security Officers, and wilful/malicious damage.

Criminal Incidents

	1975 (Sep-Dec)	1976	1977	1978	1979	1980	1981	1982 (Jan-Mar)
Robbery (Armed)	2	1	1	1	3	2	4	-
B&E & Theft	8	32	53	63	53	67	92	35
Attempted B&E	5	30	23	24	31	44	31	15
Theft	3	6	4	1	3	19	21	9
Shoplifting (Prosecutions)	10	46	37	83	66	99	144	90
Attempted Shoplifting	-	-	14	110	75	119	88	85
Physical Assault on Staff by Members of the Public	1	1	3	11	13	23	20	11
Wilful/Malicious Damage	29	44	89	77	55	71	57	22
Totals	**58**	**160**	**224**	**370**	**299**	**444**	**457**	**267**

Training by In-House Security Officers working in problem oriented stores started to have a substantial payback as store employees became more involved in loss prevention techniques and procedures, especially in the apprehension of shoplifters.

Finance

Jody is responsible for Data System Input of all direct order-import products received from foreign suppliers. In addition, he coordinates the warehousing, inspection, and distribution of all special order, sample, and special clearance shipments received by the Branch. Monitoring of the status of orders received by the Kamloops Distribution Centre, providing distribution approval for payment of invoices for goods received at both Distribution Centres are also his tasks.

This department manages the financial affairs of the Branch by ensuring that there is effective control of its assets, revenue and expenditures and by providing management with appropriate financial information. Accomplishment of these objectives requires a large staff of skilled clerical and professional people who are involved with budgets, financial analysis, payment of accounts, payroll, customs and excise requirements, product costing, cash flow, retail accounting procedures and preparation of financial statements. The office services functions are also included in this department.

In maintaining high standards of accounting and control mechanisms, some notable operational changes were implemented in the 1981/82 fiscal year. Several innovative enhancements to the store accounting process originated with users, thus proving the value of the two-way communication made possible by the department's training program sessions.

During September 1981, a change took place in Branch pricing policy. As of that date, the display price used on store shelves and individual bottles incorporated the seven percent British Columbia Social Service Tax. This change in policy necessitated a major revision of the computer programs of the Financial Information and Control System particularly with respect to sales to licensed operators.

In June 1981, the Branch activated a new policy regarding implementation of domestic beer price changes. In effect, domestic brewers were allowed to announce price changes to any or all brands or sizes without the approval process formerly required. The result was a free market system for the pricing of domestic beer. Consequently, procedures were put into place to react to price changes which could occur as frequently as monthly.

With the opening of the new Kamloops Distribution Centre, the Department finalized and implemented procedures to control the federal duty and tax implications associated with this new facility.

The Special Order process has grown substantially during the year, partially because of the extension of this privilege to licensees. New procedures were implemented which included the provision of formal estimates to prospective customers.

Internal Audit

The Audit Division has introduced the comprehensive audit approach in an attempt to achieve its mandate in the most effective manner. The comprehensive audit, as it has been developed in Canada, is designed to provide assurance on performance information which is crucial to ensuring proper accountability. It assesses the adequacy of management control systems to ensure due regard to economy and efficiency, as well as the procedures employed to measure and report on the effectiveness of the programs on which funds are spent.

Store Audit

The primary functions of the store audit are to review the financial and operational controls implemented by store managers; to confirm compliance with prescribed procedures; to verify the accuracy of financial and other information reported in respect of Branch stores; to ascertain that annual and semi-annual inventories of stock held in distribution centres are accurately counted and recorded; and to review related systems and procedures.

During the year, store audit procedures were upgraded to incorporate new techniques necessary to provide adequate coverage of the recently introduced computerized store accounting and the Point of Sale systems.

The "complete audit" coverage increased steadily from 105 stores in 1979/1980, to 124 stores in 1980/81 and 129 stores in 1981/82. The store auditors are working toward a goal of at least one complete audit per year for most of the outlets.

Operational Audit

The Operational Audit section is responsible for providing Branch management with an objective assessment of financial and management controls for all operating departments. Other responsibilities include the review of internal and external operations to assess the level of compliance with established Branch policies and procedures, statutes and regulations, and contracts/agreements.

The areas subject to review, during the year, included the operations of all Branch departments, B.C. Breweries, Pacific Brewers Distributors Ltd., B.C. winery stores, import agents participating in the Agent Stocking Program and Import Agents' warehouse keepers.

The section progressed significantly in improving the audit quality and coverage as well as responding to the needs of operating departments.

A nine year veteran of the Branch, Rudy has worked in many areas of the Distribution Centre on a shift rotation basis. His experience includes relieving as a Warehouseman 3, loading/unloading trucks, assembling orders and checking them, for both the Distribution Centre and Vancouver Area Licensee Store, and efficiently arranging store deliveries by area, for loading onto trucks.

Communications

The job of controlling and accounting for all financial aspects of the Liquor Distribution Branch is that of Laurie Dyer, Director of Finance. As the largest retail organization in the Province, the Liquor Distribution Branch deals in hundreds of millions of dollars annually.

The Communications Division continued to be responsible for internal and external public relations and information programs directed at Branch employees, customers, suppliers, licensees, media, special interest groups and government.

One of the year's major communications projects was the development, in conjunction with a Project Team, of the consumer Product Catalogue, a comprehensive guide to products, prices and policies. Available in government liquor stores at no charge, the 96 page booklet was published on a regular basis after its August introduction and provided a valuable reference source and business tool for customers as well as staff and the industry.

A number of special events were organized, including the opening of the new Kamloops Distribution Centre, and public meetings to discuss the closure of a liquor store in Vancouver's downtown eastside (with the Division also participating throughout the year on a community task force on alcohol problems in this area). Several public information plans were developed and implemented in conjunction with major operational changes, such as the inclusion of sales tax in display prices of products.

Twenty news releases were issued by the Division to explain and/or announce new stores, new products, new prices and other details of Branch activities. Briefing material was prepared and current issues monitored for Branch management and the Ministry, and public and trade inquiries handled by phone, in person and through correspondence. Visits to government liquor stores throughout British Columbia were continued on a regular basis and staff publications produced, including the Weekly News administrative newsletter and the GrapeVine bi-monthly newspaper. A major readership survey was carried out to measure the latter's effectiveness and role in employee communications.

The Division produced and coordinated the Branch's participation in the new Telidon information technology, including the installation of a public videotex terminal in the Cambie specialty store in Vancouver.

The Annual Report and Financial Statements were prepared and produced in accordance with legislation.

Management Services

Marketing Research and Corporate Planning

Fulfilling its mandate as a research and service oriented entity, this division continued to publish and distribute the Quarterly Market Review. The publication was revised slightly to incorporate more sales information and graphic representations of the sales product mix.

Market surveys were conducted in different parts of the province as part of the Marketing Research and Corporate Planning Division's Store Location Research Program in conjunction with the aim of developing the Branch's marketing data base as it pertains to customers.

As part of the project team which developed the consumer Product Catalogue, this Division was instrumental in evaluating customer and employee response to the Catalogue. As in previous years, the Division prepared many research reports encompassing a diverse range of issues and continued to define and develop the planning direction and framework for the Branch. Although the Division has a predominantly internal client base, personnel continued to respond to external requests for information.

Corporate Systems

Fiscal year 1981/82 saw emphasis placed on cost containment and on current system enhancement in the financial and distribution areas. With the opening of the Kamloops Distribution Centre in August, 1981, a distributed system, on-line to Vancouver, was implemented to handle goods receipted, products ordered and shipments to the stores serviced in the Interior.

The data processing personnel required to schedule, process and maintain the LDB systems on a 24 hour basis have made significant advancement in their own knowledge of the retail business. A formalized "Production Control Schedule" was implemented to provide cost visibility and to aid senior management in capacity planning, reliability monitoring and to ensure accurate and timely information is provided to all departments.

The plans for fiscal year 1982/83 include additional staff training in roles of software certification, production coordination, data communications user application programming and cost control. The conversion project for implementation of the Canadian Standard Product Code, affecting over 600 programs will have a major impact on Corporate Systems in the next fiscal year.

Support Services

Over the last two years, word processing support has progressed from servicing three departments, to servicing the majority of the Branch's operational areas. Applications included manuals and reports, charts, financial packages and lists as well as the processing of import and domestic documentation for the Purchasing Department.

Industrial Engineering

The Industrial Engineering Division continued to provide cost reduction oriented services to internal Liquor Distribution Branch management clients. During this period, the Division completed new office layouts throughout Head Office, coordinated the installation of new manager's offices in Finance, Store Operations, Purchasing and Distribution, developed and implemented a Project Management Scheduling checklist for the Property Planning and Development function, developed and issued an Industrial Engineering Charter, and completed a variety of other Branch projects resulting in substantial cost savings.

Store Operations

For ten and a half years, Wendy has been working in the Corporate Systems Division of the Management Services Department. Her duties as Data Entry Supervisor of eleven staff members were expanded in August 1982 to include the Computer Production Control Coordinator functions. In her position, Wendy ensures Branch production computer processing is completed successfully and monitors any production problems. Her job duties also involve writing or updating data entry, edit programs, and relief data processing operations.

Store Operations actively pursued programs to improve and expand product availability and customer service throughout the retail store system. This was achieved through the development of new stores, the upgrading of existing stores, the installation of new equipment, and the introduction of better operational procedures. Many of the improvements are evident to Branch retail customers throughout the province. Others, such as the installation of a new computer-assisted order entry and invoice systems at the Central Licensee store in Vancouver affected service levels for Vancouver area commercial customers in a significant manner.

During the year, the Ministry of Consumer and Corporate Affairs announced that the Branch would continue to be the sole retailer of beer and wine, in addition to liquor, in British Columbia. Store Operations began to consider ways and means to improve service levels for customers.

A public opinion survey to determine consumer attitudes towards the Branch and consumer preferences was planned. A review of the method by which products are listed in individual stores was undertaken. Merchandising techniques and practices, commonly used by other retailers, were investigated and studied. Improvements made in management planning and reporting will continue.

In retrospect, the year was seen as a transition point for Store Operations as emphasis expands beyond operational needs to consider the appropriate balance between the Branch's often conflicting roles as an aggressive retailer of alcoholic beverages, a major revenue generator for Government, and a monopolist distributor of controlled products. New directives will require training of store management and staff who continue to be at the core of the business and upon whom the store system depends.

In the future, Store Operations expects to meet and exceed normal retailing standards of service to the consumer.

Government Liquor Stores

The total number of government liquor stores at year-end stood at 213, consisting of 155 self-serve and 58 conventional (counter) stores. One store was closed, in Vancouver. More than 100,000,000 units were moved through the store system in 81/82 with over 80 percent of the business conducted through self-serve outlets.

Ten largest stores (by item volume, beginning with the highest ranked as at March 31, 1982): **1.** Vancouver Central Licensee **2.** Vancouver Broadway and Maple **3.** Nanaimo Terminal Park **4.** Vancouver 39th and Cambie **5.** Richmond Brighouse **6.** Campbell River **7.** Vancouver Robson Street **8.** North Vancouver Westview **9.** Victoria Government Street Licensee **10.** Vancouver Victoria Drive.

Ten smallest stores (by item volume, beginning with the lowest ranked as at March 31, 1982): **1.** Port Edward **2.** Ocean Falls **3.** Atlin **4.** Greenwood **5.** New Denver **6.** Hudson's Hope **7.** Pender Island **8.** Alert Bay **9.** Granisle **10.** Lytton.

Point of Sale and Electronic Cash Registers

In October and November, 1981, POS cash register systems were introduced in 56 more liquor stores, bringing the total number of stores using this equipment to 128. Most of the stores upgraded with this equipment were located in the Greater Vancouver area, however, the Point of Sale (POS) program also included stores in Cranbrook, Penticton and Vernon.

The POS cash registers have replaced the worn and outdated mechanical registers in most of the larger liquor stores in the province. The new registers afforded the Branch many immediate benefits and provided opportunities for future innovation in the areas of inventory control and communication of business data. The Branch is continuing to train store staff in the operation of these registers, to familiarize them with the numerous reporting capabilities now available to assist operations. As well, Store Operations began investigating and implementing ways to achieve more benefits from the POS system.

In 1982, the mechanical registers remaining in the balance of the store system will be replaced by new Electronic Cash Registers (ECRs). As of year-end, a project is underway to specify the ECR requirements of the remaining 83 stores. When acquisition and installation of this equipment is completed in the 1982/83 fiscal year, the cash register replacement and upgrading program, which commenced in 1979, will be concluded.

Agency Stores

The Agency store program continued to provide service in remote communities. A total of nine agencies were appointed during the year, while one was closed, bringing the total to 62. Two of the new Agencies were located at popular ski areas, in recognition of a need for this type of service in such recreation areas. In addition, there were nine agency stores in operation at commercial wineries, cottage/estate wineries and one distillery.

Opened:	
Lac La Hache	April, 1981
Bowser	July, 1981
Forest Grove	July, 1981
Lund	September, 1981
Cherryville	October, 1981
Woss	October, 1981
Wasa	October, 1981
Big White	December, 1981
Panorama	December, 1981
Closed:	
Field	October, 1981

As Area Manager for both the Okanagan and East and West Kootenays, Jim has the overall responsibility for the operation of thirty four government liquor stores. He advises the stores on the implementation of policies and procedures. Much of his time is spent on the road visiting stores, talking to managers and staff face-to-face.

Property Planning and Development

Linda is the Liquor Distribution Branch's Excise Supervisor. As such, she holds a power of attorney for the Branch with Revenue Canada Customs and Excise. Linda is the Branch contact for all duty free sales to foreign diplomats, ship chandlers and duty free stores. She also maintains the Branch's excise inventory control and payment of Excise Duty, as well as maintaining Customs records in the Branch's bottling operation.

During 1981/82, major renovations were completed on 13 stores, including five conversions to self-serve; new premises were opened in four locations (three stores and one warehouse); and 10 stores were replaced by new outlets.

New store designs incorporated many innovative techniques into the Branch's retail outlets, both for better customer service and for operational considerations, including energy conservation features, climatized unloading facilities, heated entry vestibules, more labour efficient and functional checkouts, and individual store decors, often carrying out the theme of the community.

Examples of store fixtures designed by Division staff included end-aisle display units, modular wire islands for wine, special perimeter shelving, and the continuous flow beer racks, with some ideas being studied or used by other liquor jurisdictions in Canada and the United States. The external sign program reflecting the Branch logo continued to be expanded throughout the store system.

Based on cost benefits analyses, the life of existing stores in good locations was extended by making them more functional. This involved increased shelf space capacity to handle higher sales volumes, and reduced store operation labour costs through shelving arrangements and receiving facilities.

Rejuvenation of older facilities was accomplished by new heating and air conditioning systems, improved staff rooms, meeting facilities, better parking and truck access, and new product displays. Customer service and convenience were the major considerations on all projects.

Highlights of the year included completion of a new Distribution Centre in Kamloops and the building of the first crown owned store since 1965. Aging crown-owned conventional stores were also replaced in Chetwynd, Vanderhoof and Burns Lake.

A Repairs and Maintenance function was established within the Division in cooperation with Store Operations, to respond expeditiously to ongoing problems throughout the retail system, including Workers' Compensation Board, safety related concerns and occupational/environmental considerations. Project scheduling and financial accounting procedures were introduced in the Division. A move to separate facilities next to the Head Office complex was completed. A priority of the Division for the next fiscal year will be a three to five year store and warehouse facilities plan.

The visitor to British Columbia can explore and leisurely enjoy the various delights of British Columbia's scenery, but we have it best of all, because we live, work and play in this wonderland. At the Liquor Distribution Branch, we believe that to live in British Columbia is to be awed by the majesty of the mountains, to be dazzled by the sparkle of the lakes, to be comforted by the ocean shore, and to be daily delighted by the charms of our people. Yes, we are proud to serve the communities of British Columbia.

Projects Completed

Store Location	Project Features	Opening Date
PITT MEADOWS 12147 Harris Road Pitt Meadows	New	April 11/81
VALEMOUNT Box 460 990 Main Street Valemount	Replacement	April 29/81
WEST MAPLE RIDGE 11944 - 207th Street Maple Ridge	New	May 11/81
8TH & McBRIDE 800 McBride Boulevard New Westminster	Replacement	May 14/81
McBRIDE Box 39 McBride	Conversion to self-serve	May /81
PORT ALBERNI (NORTHPORT) Northport Shopping Centre 4681 Johnston Road Port Alberni	Renovation	June /81
*BURNS LAKE Box 249 Second Avenue Burns Lake	Replacement	July 9/81
FRUITVALE Box 785 330 West 1st Street Fruitvale	Replacement	July 9/81
*CACHE CREEK Box 67 Cache Creek	Renovation and conversion to self-serve	July 9/81
PENTICTON 267 Martin Street Penticton	Renovation	July /81
KAMLOOPS (SEYMOUR) 520 Seymour Street Kamloops	Renovation	July /81
VERNON 3419 - 31st Avenue Vernon	Renovation	July /81
*KAMLOOPS DISTRIBUTION CENTRE 9881 East Trans Canada Highway, Campbell Creek Industrial Park, Kamloops	New	Sept. 14/81
DUNCAN 375 Trans Canada Highway Duncan	Renovation	Aug. /81
BUTE STREET 1155 Bute Street Vancouver	Renovation	Aug. /81
OSOYOOS Box 309 Highway 3 Osoyoos	Replacement	Aug. 27/81
LILLOOET Box 429 Old Mill Shopping Centre 111 Main Street Lillooet	Conversion to self-serve	Sept. /81

Store Location	Project Features	Opening Date
JAMES BAY Parliament Mews #22 - 230 Menzies Street Victoria	Renovation & Expansion	Sept. /81
COURTENAY 961 - A England Avenue Courtenay	Replacement	Oct. 9/81
LADNER 5202 - 48th Avenue Ladner	Replacement	Nov. 19/81
GUILDFORD 1280 Guildford Town Centre North Surrey	Replacement	Oct. 28/81
28TH & MAIN 4423 Main Street Vancouver	Renovation and conversion to self-serve	Nov. 8/81
*CHETWYND Box 450 49th Avenue West Chetwynd	Addition, renovation and conversion to self-serve	Nov. 19/81
*SMITHERS Box 727 1065 Main Street Smithers	Replacement	Dec. 11/81
CARDERO 1655 Davie Street Vancouver	Renovation	Nov. /81
WESTWOOD MALL #78 3000 Lougheed Highway Port Coquitlam	New	Oct. 28/81
*VANDERHOOF 2557 Burrard Street Box 156 Vanderhoof	Replacement	Jan. 21/82

*Crown-owned stores

Claudia is an auxiliary clerk and is scheduled on a daily or weekly basis to work in one of the six stores in her recall area. Her duties include a wide range of clerical, cashiering, and public service activities, and as an auxiliary clerk she calls on many of these skills to provide consistent service to the public.

Summary of Store Sales

For the Year Ended March 31, 1982 by Electoral District

Derek works in the Payroll section of the Liquor Distribution Branch. His work involves a variety of payroll functions, the handling of paperwork for approximately 600 auxiliary employees, the processing of timesheets and the responding to the verbal and written correspondence regarding employee pay procedures and records.

Government Liquor Store	Total Sales
Alberni Electoral District	
Port Alberni - 10th	$4,171,295
Port Alberni - Northport	2,960,096
Tofino	665,607
Ucluelet	870,009
Atlin Electoral District	
Atlin	290,899
Stewart	599,348
Cassiar	988,087
Boundary Similkameen Electoral District	
Greenwood	307,163
Grand Forks	2,033,830
Keremeos	766,562
Penticton	3,674,102
Oliver	1,702,051
Osoyoos	1,901,763
Summerland	1,604,627
Penticton Plaza	5,692,864
Burnaby - Edmonds Electoral District	
Middlegate	8,252,596
Burnaby - North Electoral District	
Lougheed Plaza	6,369,965
Kensington	3,397,220
North Burnaby	7,483,617
Brentwood	4,263,121
Burnaby - Willingdon Electoral District	
Royal Oak	3,145,719
South Burnaby	4,614,660

Government Liquor Store	Total Sales
Cariboo Electoral District	
Quesnel	4,048,265
Williams Lake	6,301,396
Quesnel West	1,657,908
Clinton	648,036
100 Mile House	3,911,474
Central Fraser Valley Electoral District	
Abbotsford	4,419,940
Clearbrook	3,876,072
Chilliwack Electoral District	
Chilliwack	6,052,936
Veddar Crossing	3,257,823
Agassiz	1,578,432
Columbia River Electoral District	
Golden	1,887,316
Invermere	2,494,505
Kimberley	2,236,307
Radium	926,124
Comox Electoral District	
Cumberland	651,864
Courtenay	6,327,533
Qualicum	1,562,403
Parksville	2,346,790
Parksville - North	2,704,214
Comox	2,917,740
Coquitlam - Mallardville Electoral District	
Como Lake	4,707,916
Austin Road	4,441,977
Coquitlam - Moody Electoral District	
Port Coquitlam	4,325,302
Prairie Mall	2,742,248
Westwood	1,637,071
Port Moody	3,406,958

Government Liquor Store	Total Sales
Cowichan - Malahat Electoral District	
Duncan	7,949,867
Lake Cowichan	1,399,011
Chemainus	1,587,042
Delta Electoral District	
Ladner	3,330,806
Tsawwassen	4,397,088
Scottsdale	5,417,416
Kennedy Heights	9,133,385
Dewdney Electoral District	
Mission	4,119,547
Haney	5,321,666
West Maple Ridge	2,048,056
Pitt Meadows	969,889
Esquimalt - Port Renfrew Electoral District	
Esquimalt	3,407,684
Langford	3,559,658
Colwood	2,765,867
Sooke	1,716,841
Kamloops Electoral District	
Kamloops	5,548,429
Sahali	3,486,554
Clearwater	1,255,014
Valleyview	3,289,050
Barriere	668,947
Westsyde	1,215,197
North Kamloops	6,178,693
Kootenay Electoral District	
Cranbrook	4,067,271
Fernie	1,967,738
Sparwood	1,262,553
Elkford	804,400
Tamarack	1,989,000
Langley Electoral District	
Langley	8,507,818
Aldergrove	3,336,512
Fort Langley	1,753,804

Government Liquor Store	Total Sales
McKenzie Electoral District	
Powell River	5,555,429
Gibsons	2,650,492
Ocean Falls	261,671
Madeira Park	948,588
Sechelt	2,704,160
Bella Coola	725,498
Nanaimo Electoral District	
Ladysmith	1,894,778
Cavan Street	4,245,340
Gabriola Island	479,212
Harewood	2,374,875
Terminal Park	10,749,809
Nelson - Creston Electoral District	
Kaslo	574,757
Nelson	4,743,056
New Denver	350,740
Creston	1,668,825
Creston (Canyon)	567,748
Nakusp	1,023,464
Salmo	571,385
New Westminster Electoral District	
10th Street	7,272,371
8th & McBride	4,784,568
North Island Electoral District	
Campbell River	10,324,308
Gold River	745,045
Tahsis	531,493
Port McNeill	1,399,755
Port Alice	487,639
Alert Bay	443,937
Port Hardy	2,677,413

Summary of Store Sales

For the Year Ended March 31, 1982 by Electoral District

Government Liquor Store	Total Sales
North Vancouver - Capilano Electoral District	
North Vancouver - 2nd	5,974,981
Westview	8,602,446
Capilano Mall	4,033,915
North Vancouver - Seymour Electoral District	
Dollarton	2,101,326
Lynn Valley	6,191,929
Okanagan North Electoral District	
Vernon	6,256,340
Polson Place	4,697,870
Lumby	1,013,552
Okanagan South Electoral District	
Kelowna - Leon	3,231,997
Kelowna - Capri	7,407,374
Westbank	2,605,604
Kelowna - South	4,362,684
Rutland	4,836,813
Omineca Electoral District	
Burns Lake	1,516,805
Vanderhoof	1,434,706
Fraser Lake	793,716
Houston	1,507,852
Granisle	455,244
Fort St. James	1,162,821
Peace River North Electoral District	
Fort St. John	6,506,146
Fort Nelson	2,220,685
Hudson's Hope	414,005
Peace River - South Electoral District	
Dawson Creek	4,410,989
Chetwynd	1,501,088

Government Liquor Store	Total Sales
Prince George - North Electoral District	
MacKenzie	1,689,194
Prince George - South Electoral District	
McBride	454,413
Prince George - 6th	4,343,416
Valemount	612,628
Prince George - Hart	2,034,332
Prince George - 10th	7,878,236
Prince George - College Heights	1,863,470
Prince George - 20th	7,462,338
Prince Rupert Electoral District	
Prince Rupert	6,519,831
Masset	1,038,724
Port Edward	200,957
Queen Charlotte City	1,394,079
Richmond Electoral District	
Brighouse	9,306,228
Lansdowne	5,628,500
Shellmont	3,280,556
Seafair	3,778,586
Rossland - Trail Electoral District	
Rossland	1,028,592
Trail	3,768,151
Castlegar	2,898,688
Fruitvale	769,559
Saanich & The Islands Electoral District	
Sidney	5,128,381
Trafalgar Square	2,332,211
Gorge & Tillicum	8,040,269
Cedar Hill	4,228,195
Pender Island	419,442
Ganges	1,973,200
Saanich	8,062,270

Government Liquor Store	Total Sales
Shuswap - Revelstoke Electoral District	
Revelstoke	3,879,427
Salmon Arm	3,566,992
Enderby	1,176,445
Sicamous	1,366,092
Armstrong	1,289,646
Chase	1,608,008
Skeena Electoral District	
Smithers	2,808,006
Terrace	5,426,845
Kitimat	3,529,917
Hazelton	729,303
Surrey Electoral District	
White Rock	4,326,741
Cloverdale	4,369,462
Ocean Park	3,445,415
North Surrey	5,005,384
Whalley	5,818,526
Guildford	6,308,943
Vancouver Electoral District	
Marpole	6,160,589
Harbour Centre	3,284,717
Hastings Street	1,009,023
Hastings & Slocan	7,447,591
Victoria Drive	9,104,568
4th & Alma	6,970,109
Bute Street	4,005,430
Central Licensee	40,660,753
Dunbar	3,164,516
Commercial	5,740,266
Cardero	4,051,471
Senlac	8,097,682
Broadway & Maple	10,075,273
Kingsgate	7,474,650
Thurlow	6,153,995
Arbutus	3,139,694
13th & Granville	2,417,144

Government Liquor Store	Total Sales
Vancouver Electoral District	
Mandarin Centre	1,843,006
18th & Cambie	3,058,673
39th & Cambie	10,659,521
Kerrisdale	3,964,574
Robson	8,345,501
28th & Main	5,041,738
Victoria Electoral District	
Nootka Court	3,420,246
Yates Street	3,054,462
James Bay	2,574,418
Quadra & Hillside	6,411,825
Fort Street	8,784,527
Government Street	9,708,269
West Vancouver - Howe Sound Electoral District	
West Vancouver	6,429,035
Pemberton	543,676
Squamish	2,989,122
Park Royal	8,105,913
Whistler	2,347,408
Yale - Lillooet Electoral District	
Ashcroft	745,006
Lillooet	1,305,642
Merritt	2,480,831
Princeton	1,522,973
Cache Creek	1,017,528
Hope	2,283,898
Logan Lake	564,652
Lytton	418,666
Total Sales	**$780,643,977**

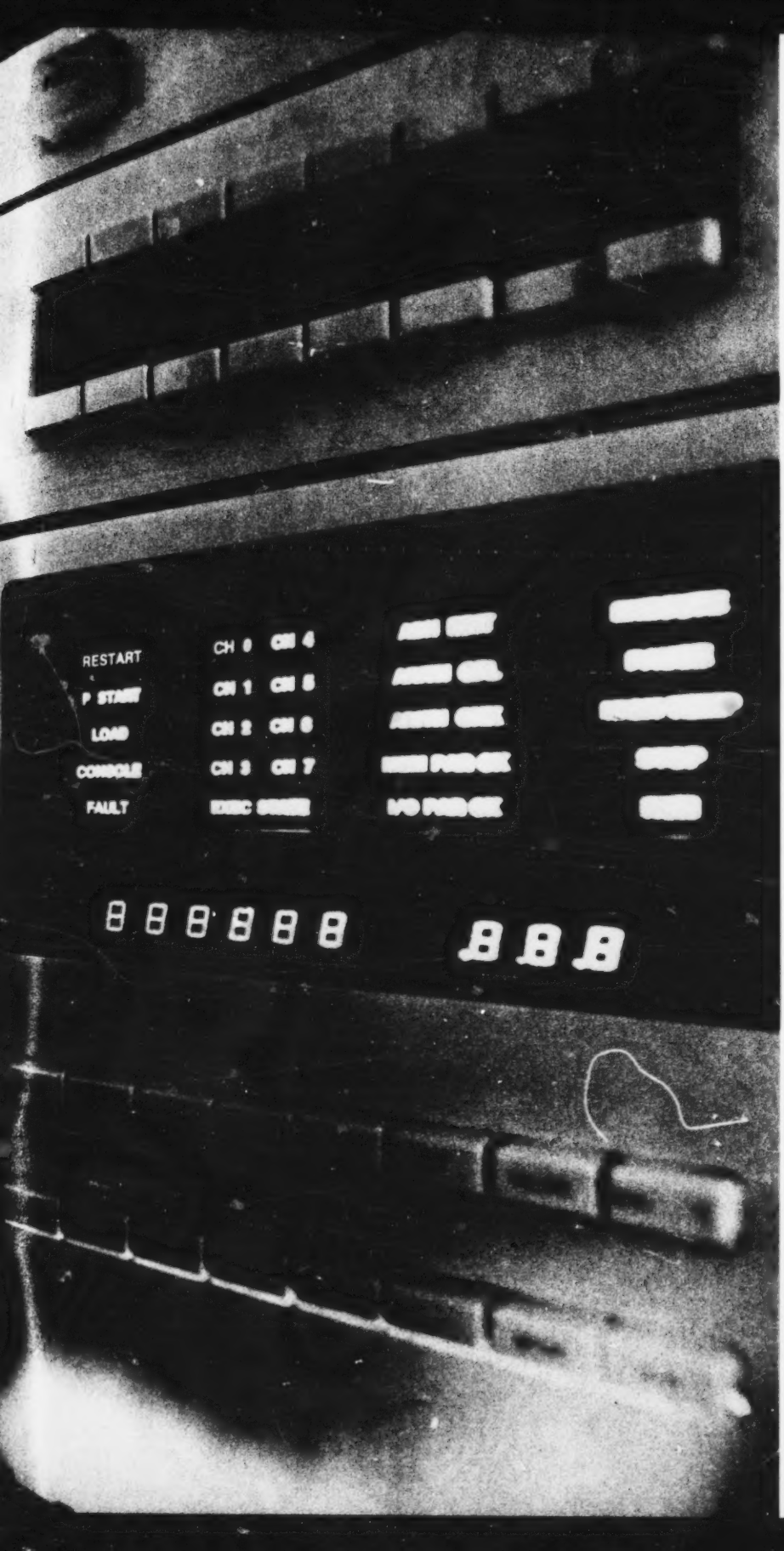
Robbie is one of fourteen Building Security Officers employed at Head Office and Distribution Centres. His duties are to staff the Security Control Centre, which include the monitoring of closed circuit T.V., fire and intrusion alarms, employee parking facilities, visitor control and maintenance of the Employee Photo Identification System. With his knowledge of alarm systems, fire and crime prevention techniques and procedures, Robbie also conducts investigations and participates in product loss prevention. As Headquarters Security personnel operate 24 hours a day, seven days a week, Robbie must also receive and deal with all incoming general or security related calls after normal business hours.

Agency Liquor Stores

Lorraine is one of three persons in the Leaves Section of Personnel working in conjunction with the provincial Leave Management System in Victoria. As well, Lorraine maintains an effective liaison with all staff regarding the interpretation of policies and procedures pertaining to the Leave Management System and employee benefits. In addition, it is this Section's responsibility to compile and maintain accurate information for a variety of personnel records, including Vacation and Special Leave, Short Term Illness and Injury Plan and other employee benefits.

Agency liquor stores are privately managed liquor stores that operate in conjunction with another business such as a general store, and are usually located in rural and coastal areas where it is not economically feasible to establish a government liquor store. In addition, retail liquor outlets operating on-site at a B.C. winery or distillery are considered Agency stores.

Locations as at March 31, 1982	
Aspen Grove	Aspen Grove General Store
Balfour	Balfour Superette (1977) Ltd.
Big White	Big White Mountain Mart
Blind Channel	Blind Channel Store
Blue River	Oakman's Grocery
Boston Bar	Carlson Stores Ltd.
Beaverdell	Beaverdell General Store
Boswell	Destiny Bay Market Place
Bowen Island	Snug Cove General Store
Bowser	Georgia Park Store
Bucking Horse River	Bucking Horse River Lodge
Canal Flats	Poor Boy Store
Canim Lake	General Store
Celista	Bob's Supermarket
Cherryville	Cherryville Emporium
Dawson Landing	Dawson Landing General Store
Eagle Bay	Eagle Bay Mini-Mart
Edgewood	Edgewood General Store
Falkland	Falkland General Store
Fauquier	Lakeview Grocery
Forest Grove	Forest Grove General Store
Galiano Island	Galiano Delicatessen
Gold Bridge	Gold Bridge General Store
Hixon	Hixon General Store
Horsefly	Clarke's General Store
Jaffray	Jaffray General Store
Kelowna	Calona Wines Limited
Kemano	Aluminum Co. of Canada
Lac La Hache	Lac La Hache Food Mart
Likely	Valley General Store
Lund	Lund General Store
McLeod Lake	McLeod Lake General Store
Mahood Lake	Mahood Lake Resort
Mayne Island	Miners Bay Trading Post
Meadow Creek	Cory's Service Ltd.
Moyie	Moyie General Store
Namu	(Namu) B.C. Packers Ltd.
North Vancouver	The Gardens Spirit Shoppe
Oliver	Vinitera Wines Ltd.
Panorama	Panorama Groceteria
Peachland	Claremont Wines Ltd.
Penticton	Casabello Wines Ltd.
Port Moody	Andres Wines (B.C.) Ltd.
Port Renfrew	Port Renfrew General Store
Quadra Island, Heriot Bay	Heriot Bay Store
Refuge Cove	Refuge Cove General Store
Riondel	Riondel Market
Rock Creek	Rock Creek General Store
Salmon Lake	Salmon Lake Fishing Store
Sandspit	Ed's Meats and Groceries
Saturna Island	Saturna General Store
Savona	Dey's Centre Ltd.
Sayward	Sayward Foods 1980 Ltd.
Seton Portage	Ras-Moose Inn General Store Ltd.
70 Mile House	Mile 70 General Store Ltd.
Sheridan Lake	Sheridan Lake General Store
Spences Bridge	Riverview General Store
Squirrel Cove	Squirrel Cove General Store
Sullivan Bay	Sullivan Bay Store
Summerland	Sumac Ridge Estate Winery Ltd.
Surge Narrows	Surge Narrows General Store
Surrey	Jordan & Ste. Michelle Cellars
Texada Island, Gillies Bay	Gillies Bay General Store
Texada Island, Vanada	Texada Food Market
Wasa	Hitchin Post General Store, B.C.
Wells	Wells General Store Ltd.
Westbank	Mission Hill Vineyards Ltd.
Winter Harbour	Lynn Sales Ltd.
Woss Lake	Woss Service
Yahk	Yahk General Store
Zeballos	Village of Zeballos Liquor Store



Keeping up with a retail business environment that gets more complex by the minute requires state-of-the-art information systems.

Our central office's latest generation of computers deliver a myriad of information and services that make us more alert and responsive to the liquor store customer.

Inventory and stock control, order processing, accounting, filing and correspondence are just a few of the customer services we manage with efficient, high-tech know-how.

Liquor Distribution Branch

Ministry of
Consumer and
Corporate Affairs

James J. Hewitt,
Minister

61st Annual Report

Province of British Columbia
Liquor Distribution Branch

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Copies of this document may be obtained from the Communications Division.

POOR

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